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Selecting and Working With Consultants

for Recreation and Parks Projects

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Alberta
RECREATION AND PARKS
Recreation Development Division

SELECTING AND WORKING WITH CONSULTANTS FOR RECREATION AND PARKS PROJECTS

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Finally we would express our sincere thanks to the members of the steering committee who provided helpful direction and comments throughout the time of the project. Their insight, knowledge and experience was of high value. The steering committee was composed as follows:

Representative	Alberta Association of Architects
Representative	Association of Professional Engineers, Geologists and Geophysicists of Alberta
Representative	Alberta Association of Landscape Architects
Executive Director	Alberta Recreation and Parks Association
Representative	Edmonton Parks and Recreation
Superintendent	Spruce Grove Parks and Recreation
Commissioner	Town of Fort Saskatchewan
Representative	W.J.F. Consulting Partnership Ltd.
Representative	Alberta Recreation and Parks Community Recreation Indoor Facilities Section

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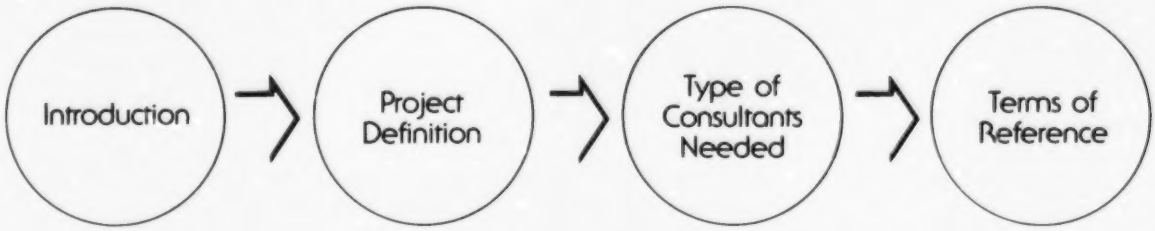
3 STEPS TO SELECTING AND WORKING WITH CONSULTANTS

START!

Step One – Project Definition



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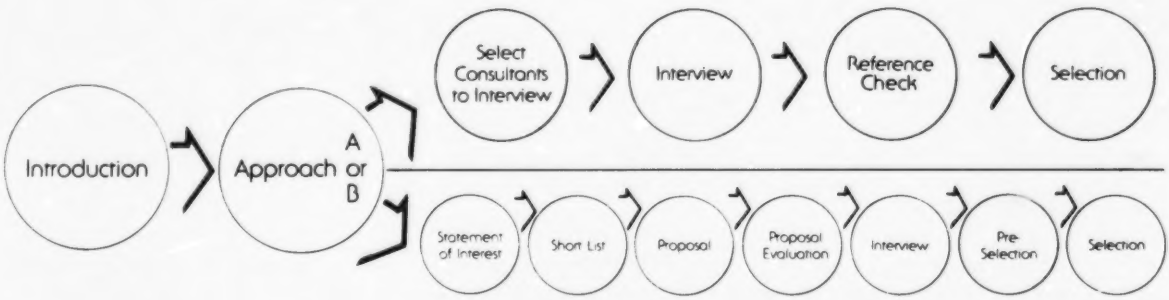

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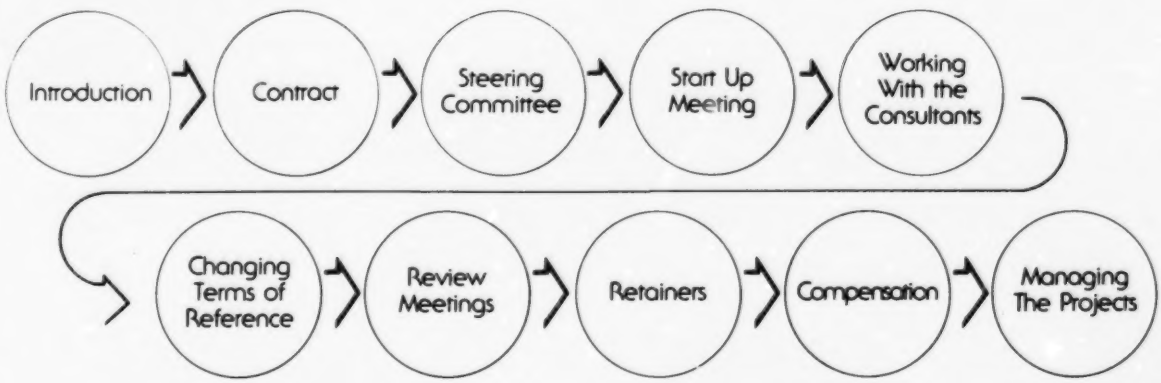


FINISH!

SECTION I
INTRODUCTION

Organization

This manual is organized in the sequence that you will likely go through in hiring and working with consultants. The format is set up such that the entire process is contained in the three steps (see page opposite):

Project Definition
Selection of a Consultant
Working with the Consultant

Each step begins with an introduction explaining the information contained therein. Each step is based on relevant literature and a survey that was conducted during the preparation of the Manual.

After the entire process (the three steps) have been presented, some additional and crucial information is presented:

- legal issues;
- who is responsible for what;
- who owns the material; and
- the audit sheet.

The manual closes with four (4) appendices that contain specific information on:

- a method for evaluating consultants;
- a listing of consultant services and associations;
- a description of the four (4) basic facility development options; and
- a description of the tendering process.

Telephone Survey

The telephone survey for this manual encompassed Parks and Recreation personnel in 18 municipalities, 4 organizations (eg. Agricultural Societies, Community Associations) and 14 consulting firms that have offices and operate in Alberta. The purpose of the municipality and organization survey was to assess current procedures used in the hiring and managing of consultants. The sample was selected based on population size and geographic location. This was done to ensure a good reading on representative and real world practices and issues.

The selection of the consulting firms was based on the eight 'types of consultants' most often used by the park and recreation professionals in Alberta. They are as follows:

- Academics
- Architects
- Cost Consultants
- Engineers
- Horticulturists
- Landscape Architects
- Management Consultants
- Recreation Planners

For each 'type of consultant' three or four firms that are practising and have experience in Alberta were selected, based on whether they were large, medium or small firms in terms of professional staff.

Why a Manual?

Hundreds of millions of dollars are spent each year in building and operating park and recreational facilities for Albertans. In deciding what to build, when and how, and how to deliver the services to Albertans, private consulting firms are often used. Yet, when hiring and managing consultants, the client often does not know what to look for, how to evaluate consultants or how to manage consultants. **Formal procedures for hiring and managing consultants are not prevalent in Alberta.** Conversely, consultants do not always know what is expected of them.

This manual provides a common ground, a common base for the client to obtain better results from consultants and for consultants to do their best for the client. **If you use or expect to use consultants this is necessary reading.** It will help you avoid pitfalls others have fallen into; it will help you get the most out of your consultant. It is not a Provincial policy that must be followed; it is however, suggested that the manual be used as a guideline to help you and your consultant save time and money and to help ensure the best job is done.

At the outset it must be stated that this is not a 'how to' manual on the planning process in the field of parks and recreation. It is designed to help you select and work with consultants not how to design the planning process for a specific project.

Do I Have to Read the Complete Manual?

This manual is divided into four (4) sections:

- Introduction
- The Three Steps to Selecting And Working With Consultants
- Critical Issues
- Appendices

You may be aware of how to select a consultant but not how to define the problem or project for the consultant. Or, you may be aware of the services consultants offer but not how to work with the consultant. If you are considering hiring consultants for the first time you should read the entire manual. If you have hired and worked with consultants before, you may want to read only one part of the manual.

When Are Consultants Needed?

This Manual has been prepared to help you select and work with consultants. Therefore, it assumes that you have already identified a need for a consultant. You should know, however, that there are other options (often with 'hidden' costs) you could follow in bringing your project to a successful conclusion. The options available to you are to complete the project:

- with existing staff;
- by hiring new staff (full time or contract);
- by training existing staff;
- by using Provincial staff;
- institutional resources (eg. community college);
- by using citizen volunteer groups; and
- by hiring a consultant.

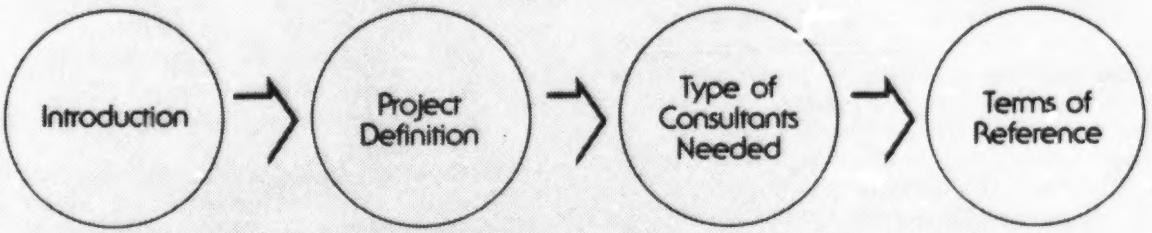
In deciding to hire a consultant, some of the reasons you may consider include:

- legislation or regulatory requirements;
- fill gap in technical knowledge;
- overcome a temporary shortage in manpower: necessary to maintain schedules;
- offset lack of expertise: sometimes in a new technical field;
- to obtain an independent opinion or confirm internal opinions and data;
- to settle internal disputes;
- sensitive area or subject; and
- the project is non-repetitive and it is not economical to internalize expertise.

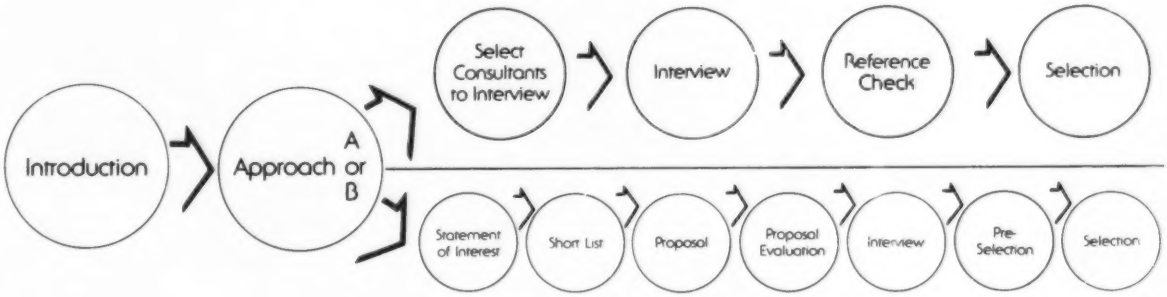
3 STEPS TO SELECTING AND WORKING WITH CONSULTANTS

START!

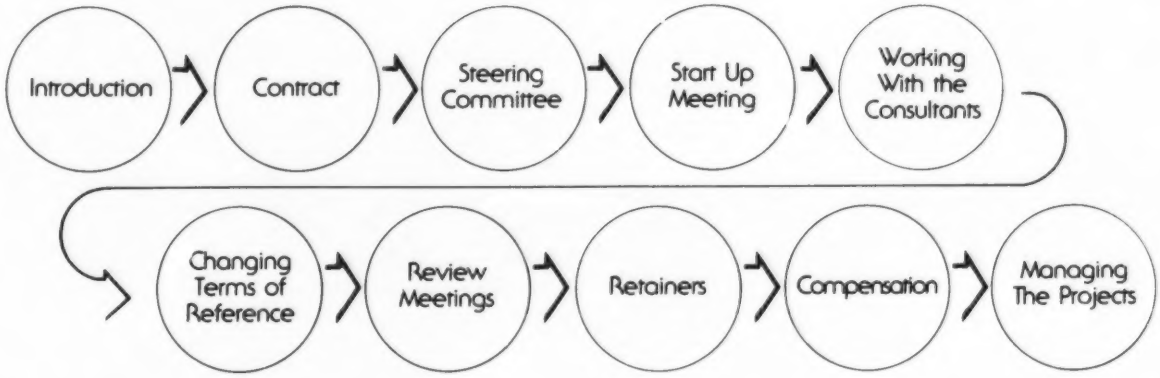
Step One – Project Definition



Step Two – Selection of a Consultant



Step Three – Working With the Consultant



FINISH!

SECTION II
3 STEPS TO SELECTING AND WORKING WITH CONSULTANTS

STEP I
PROJECT DEFINITION

Introduction

This first step is concerned with how to properly define what you want done. It is composed of three (3) phases:

- project definition;
- type of consultant needed; and
- preparing 'Terms of Reference'

Each phase is subdivided into tasks as shown on the chart opposite.

Project Definition

How many times have we all been faced with the task of completing a project without knowing the details of what we really want, or what the real issues are. As you are well aware, the satisfactory completion of the project is usually impossible. It is necessary therefore, to define the project to the greatest extent possible. Once this is completed, you will be in a position to make the next decision, that is, which consultant to select.

This phase of Step I deals with two (2) issues. First, the preparation of a project definition. Second, the use of pre-study consulting services.

1. **Preparation of a Project Definition**
   Projects can be defined many ways. However, a method that you can use incorporates the following:

   (a) Prepare a Project Statement
   The project statement should tell you exactly what is to be completed (i.e. the anticipated product). It should be stated in such a way as to be measurable once the project is completed. If you are contemplating the preparation of a Parks and Recreation Master Plan, the project statement may read like this:

   "To fully research and prepare a five year Parks and Recreation Master Plan for the City of Felix including the components of parks, facilities and programmes. All these components should be addressed from the viewpoint of current and future supply and demand, priority of the development, policy development, capital, maintenance and operating costs."

   (b) Prepare Specific Objectives
   After the project statement has been completed, specific objectives should be prepared describing exactly what it is you want achieved. The objectives should be stated in such a way as to be unambiguous, clear and measurable and to guide the project. For example, objectives that may be used for a facility feasibility study may include:
   (i) Capital costs involved;
   (ii) Maintenance and operating costs;
   (iii) Area and users the project is to benefit;
   (iv) The detailed process that should be used in completing the project;
   (v) When the project is to be completed and its lifespan; and
   (vi) Where the project is to be built.

   (c) Other Factors
   Finally, and as the last part of project definition, you should identify any other factors that may be important for the successful completion of the project. These may include:
   (i) Political dimension. Are the decision-makers for or against the project? Who is for it and why? Who is against it and why?
   (ii) Public dimension. Is the public in favour of the project? Do they care? Are there any interest groups to be aware of? If yes, what is their viewpoint?
   (iii) Responsibility. Has the Project been approved? If not, who makes the decision?
   (iv) Product or Process. Are you interested in a product or a process?

   In defining the project, you have completed perhaps the most important part of selecting and working with a consultant. No matter how competent the consulting service, the prospects for success are set at this critical stage. At this time:

   - you will know and have clearly documented precisely what you want;
   - you will be in a position to adequately provide the consultant with direction;
   - you will be able to measure whether the project has been satisfactorily completed;
   - you will be able to give the consultant all necessary information; and
   - you and the consultant will have the same base of information, direction and expectations.

2. **Use of Pre-Study Consultants**
   Consultants have been used by municipalities and organizations in Alberta to help them define their project and/or develop 'Terms of Reference' for the project. This is one approach for clients who feel they don't have the time or expertise to properly and fully define the project.

Type of Consultant Needed

There are many different consultants you can use depending on the requirements of the project you are undertaking. There are three main groupings. (1) Some projects are addressed in Provincial Legislation which requires the professional input of consultant services. These consultants, namely architects and engineers, undertake responsibilities as directed by Provincial Legislation. (2) Other consulting services, although not required by legislation, are organized in Associations that collectively have agreed to conduct their affairs in a manner similar to architects and engineers. (3) Finally, there is the group of consultants that are governed primarily by an internal code of ethics.

Following is a discussion related to these three groupings of consulting services. A detailed listing of their duties and when you **must** or can use these services, is presented in Appendix II.

1. **Those consulting services required by legislation**
   The Uniform Building Standards Act places the responsibility for compliance on the owner of the facility. This means that if a municipality had a swimming pool built and someone is injured due to a faulty design, the injured party would seek compensation from the municipality. The municipality in turn would have to seek compensation, if appropriate, from the consultant they hired to design and/or project manage the construction of the swimming pool.

   In an attempt to avoid undue and inappropriate reliance on the owner, yet protect the public, the Alberta Building Code requires an architect's and engineer's seal on certain types of public buildings. The seal of an architect means the facility is properly designed. The seal of an engineer means the facility will handle the stress it will be placed under. These requirements are stated in the Alberta Building Code 1981, Part I, Section 1.5. This responsibility is essential because of the expertise required to ensure public safety. These professionals are acting on behalf of the owner to ensure that the project achieves a reasonable level of safety and is in compliance with the requirements of the Alberta Building Code.

2. **Those consulting services that are conducted similar to architectural and engineering services but not required by legislation**
   Landscape architects conduct their affairs in a manner similar to architects and engineers. However, to date, they are not required by legislation for any projects. Landscape architects are usually needed for the planning, design, and supervision of development projects such as parks, golf courses, site planning and landscape design for buildings and open space systems, trails, playgrounds, use of landscaping for proper drainage around buildings, irrigation systems, parking lots, minor roadways, and so forth. In addition, they provide environmental impact studies, recreation planning, urban, regional planning services and a variety of other services. For these and other projects, landscape architects usually follow procedures akin to architects and engineers; that is, they have:
   - an Association to administer and control competence, conduct, and protection of the public;
   - fee schedules; and
   - a code of ethics.

3. **Those consulting services that are governed primarily by a code of ethics**
   Other consultants such as management consultants, recreation planners, quantity surveyors and horticulturalists generally operate on the basis of their own internal code of ethics. Also, like landscape architects, these consultants are not required by legislation for any projects.

   There are, of course, exceptions. For example, some multidisciplinary firms have architects, engineers and landscape architects on staff at the partner level. However, unless licensed to practice architecture or engineering these firms can only conduct selected aspects of the responsibilities of architects and engineers such as feasibility studies and functional programming. They are not (unless so licensed) to prepare designs, mechanical systems, etc. for buildings.

Terms of Reference

At this stage you have the project defined and have decided to use a particular type of consultant to complete the project. The next step is to prepare formal and detailed 'Terms of Reference' for the consultant. This will give the consultant an outline of

the project and what is expected. The 'Terms of Reference' can be written many ways. However, it should include the following information.

1. **Introduction**
   This should give the consultant the background for the project. For example, it may include the population of your community, the population growth rate, and an indication as to why the project is being considered.
2. **Purpose**
   This is the project definition that you have already prepared.
3. **Available Information**
   This part of the 'Terms of Reference' should tell the consultant what information is available. By providing a listing of information available, the consultant will be in a better position to assess exactly what information should be collected before the project can be completed.

   Since the collection of information can be time consuming and therefore costly, the more information that the consultant knows is available and useable, the more accurate the consultant will be in preparing the process, timeline and budget.
4. **Responsibilities**
   The 'Terms of Reference' should also indicate who is responsible for:
   - the day-to-day administration of the project;
   - final acceptance of the project (eg. administration or political body);
   - whether or not there will be a steering committee or a similar body to guide the study, and who is on this committee; and
   - the decision to hire the consultant and how long it will take to receive approval for a Proposal or similar offer of services.
5. **Timeline and Budget**
   The time in which the project is to be completed by the consultant should be included, as this indicates:
   - the manpower the consultant must assign to the project; or
   - whether or not the consultant can complete the project, given any other commitments.

   The budget for professional fees for the project should also be in the 'Terms of Reference' as it gives the consultant an understanding of the staff time you feel is appropriate. You should also inform the consultant whether the budget has been approved.

   Often it is not possible to be exact in stating what the budget is to be. In these cases a budget range would suffice.

   The need to clearly identify a budget for the project is one of the most important parts of the 'Terms of Reference'. You should be as accurate as possible when developing the budget, and it should be directly and specifically related to the 'project definition'. The budget reflects the restrictions that must be placed on the project. Additionally, your expectations must be consistent with the budget.

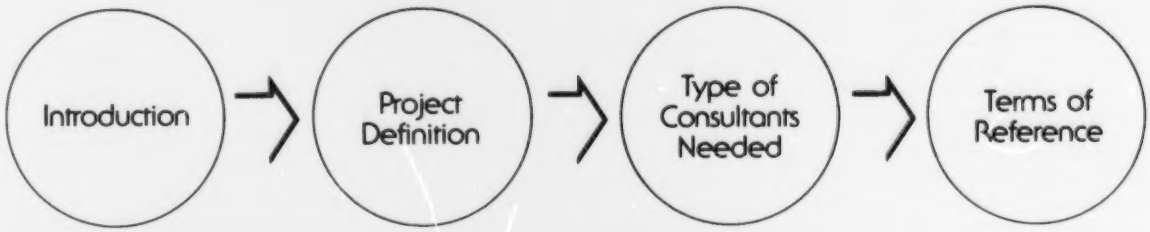
   The project budget is one of the most sensitive issues that can often create the greatest amount of difficulty in the relationship between the client and consultant. Typically the project itself has many difficult problems that must be solved. All the consultant's energy and your's should be directed toward the project, not whether or not the budget is sufficient to complete the project.
6. **Evaluation Criteria**
   The evaluation criteria against which you will be comparing all the proposals should also be included in the 'Terms of Reference'. This will allow the consultant to better understand your concerns and what you expect of them. If a consultant is aware of your expectations, you will have better assurance of a relevant response and high quality proposals from which you can then select the best. By not informing the consultant of your requirements and the resources which you are prepared to allocate to the assignment, they will not be able to meet your expectations. This usually results in your dissatisfaction with a proposal and a frustrated consultant.
7. **General**
   There are several components of the 'Terms of Reference' that should also be specified:
   - the number of copies of the final report, plans, drawings, etc. required (for facility projects the number of sets of construction documents is usually 60);
   - the number of presentations required, if any; and
   - when requesting proposals based on formal 'Terms of Reference', you should ensure that the consultant is asked for input into the project scope. They may be able to give you some insight you were not aware of. If the consultant is given accurate and complete 'Terms of Reference', they should be able to provide this input. If not, you are asking the consultant to guess your needs, which will not give you the best product.

   'Terms of Reference' will also place you in a position of being able to fully evaluate really comparable proposals and the resources needed.

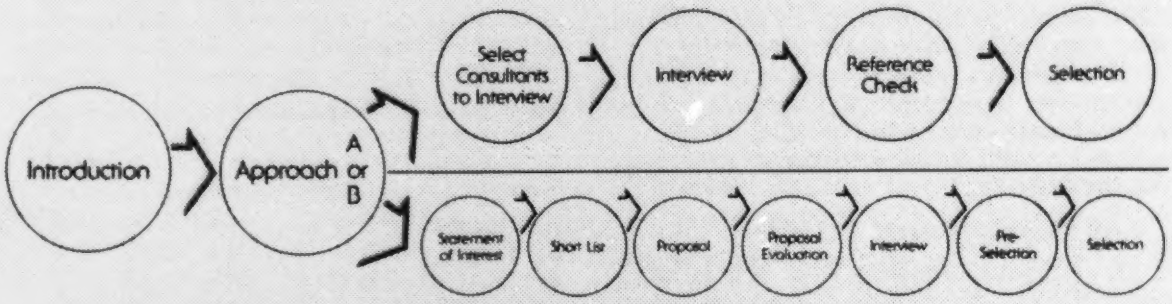
3 STEPS TO SELECTING AND WORKING WITH CONSULTANTS

START!

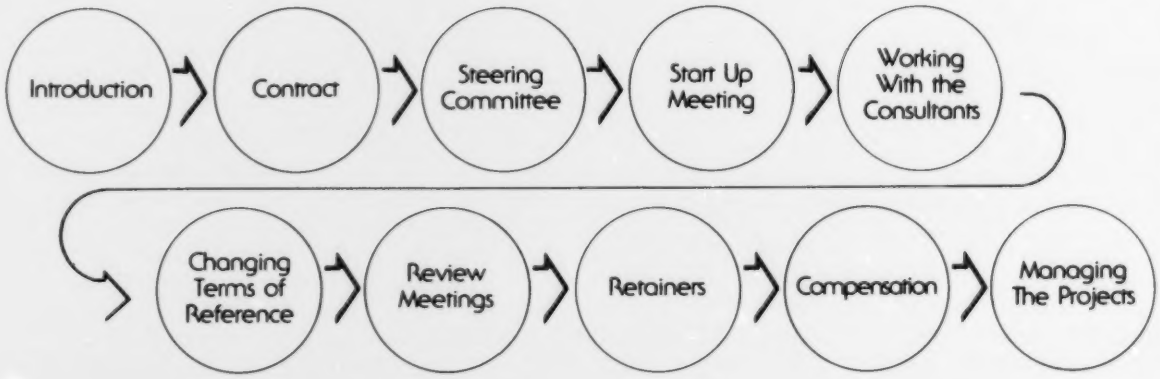
Step One – Project Definition



Step Two – Selection of a Consultant



Step Three – Working With the Consultant



FINISH!

STEP II
SELECTION OF A CONSULTANT

Introduction

This second step of the process deals with how to select a consultant for your project. This step indicates that there are basically two approaches that you can use, depending on certain factors. The second approach suggested is the more detailed. A schematic of the information presented in this step is shown opposite.

Approaches

Once the decision has been made to hire a consultant and formal 'Terms of Reference' have been prepared, the next step is to select and hire your consultant. There are two basic approaches that can be used. One is rather straight-forward, while the other is more involved. Neither, however, is based solely on a competitive bid situation.

Often people ask the question whether or not they should use the same process regardless of the scope of the project, its complexity, or the time in which a product must be produced. **The answer is no.** The process you use should reflect the issues at hand.

Approach 'A'

The **first approach** is usually used when:

- you know exactly what you want from the consultant;
- you know exactly what process you want followed;
- from a review of consultants, or your experience, you are confident that there are only a few who can adequately complete the project; or
- the project is relatively small and you feel it is not appropriate to consume a great deal of time (both your's and the consultant's).

This approach usually has four (4) fundamental steps, as follows:

1. From a listing of consultants, one or more consultants should be selected because they are likely to have the particular qualifications required for the services needed.
2. Interviews with the selected consultants should be arranged for the purpose of determining in detail the qualifications, experience, staff availability, facilities (eg. offices, laboratories, etc.), and any areas of specialized expertise applicable to the proposed assignment.
3. Reference checks should be conducted. This is a very important step that you should not omit.
4. When final selection of the consultant has been made, further discussion should be held concerning details of professional fees and negotiation of client-consultant agreement.

On occasion you may feel very secure with a particular consultant. In this case, if your political situation allows, you may 'sole-source' the project. This means that the project is commissioned to a consultant without interviewing other consultants.

Approach 'B'

The **second approach** is much more detailed and is used when:

- you have some degree of detail regarding the purpose of the project but feel you need more input;
- there may be alternative ways of addressing the project and you are interested in the best; and
- you want to examine the consultants under a closer scrutiny since you have had little experience in either dealing with consultants or consultants in the particular specialty required for the project.

There are seven (7) phases to be followed:

1. Request for 'Statement of Interest';
2. Short List;
3. Request for Proposals;
4. Proposal Evaluation;
5. Interviews;
6. Pre-selection; and
7. Selection.

1. **Request For 'Statement of Interest'**
   The first phase is to prepare a list of consultants who could complete the project and to request a 'Statement of Interest' from these consultants. You should clearly state that this is not a call for proposals and that these may be requested after your 'short-list' of consultants has been prepared. There are several ways to identify potential consultants for your project. The most frequently used methods are:
   - you or your colleagues who know the consultant;
   - public advertising;
   - the consultants' professional association (see Appendix II);
   - the Recreation Development Division, Alberta Recreation and Parks; and
   - other municipalities, and municipal and community organizations.

The consultants you select should be sent an invitation including a copy of the 'Terms of Reference'. You should also include the process you will be following in hiring a consultant and approximately when the project would start. In the invitation you should ask the consultant:

- to indicate whether the firm is interested in the project;
- to provide a listing of the people who would work on the project and their responsibilities and qualifications; and
- to provide a listing of the firm's pertinent work experience.

In turn, you should indicate to the consultant:

- whether a briefing session will take place;
- who the contact person is to be from your staff; and
- the number of firms to be considered in the final short list.

There are two purposes of this step in the hiring process. First, this step should reduce the amount of work you will have to do. This will ensure that you will not have to review and evaluate a large number of detailed proposals. Second, this step will reduce the amount of time and funds that the consultant has to expend. A 'Statement of Interest' can be produced relatively quickly, whereas a proposal can cost five to ten times as much to prepare. In 1982 it can cost about $5,000 in manpower and expenses to prepare a detailed proposal. If you request this of fifteen firms, the total cost could be $75,000. The proposal cost overhead in the consulting industry will eventually work itself into increased billing rates, to no one's benefit.

For this latter reason, most consultants prefer a 'short-list' method whereby they have a reasonable opportunity of being selected to submit a proposal. Consultants understand the need for competition. However, they also would like to know that the competition is reasonable.

2. **Short List**
Once you have received the 'Statement of Qualifications' from all consultants who are interested in the project, you can evaluate these and prepare a short-list of the firms that appear to be the most likely to meet your needs. The evaluation of the 'Statement of Interest' can be based on the same criteria used to evaluate the detailed proposals (see Appendix I). As a guideline, the number of firms to short-list should be from one to five. The exact number you choose depends upon the number of firms that submit a 'Statement of Interest', the evaluation you make of these, and the size and complexity of the project.

3. **Proposal**
The one-to-five firms selected to prepare a detailed proposal should be notified and given at least three weeks to complete it. If you rush the consultant and don't give enough time, the amount of research, thought and writing required to produce the best proposal cannot occur. If the project is complex, more time should be given to the consultant.

You should be aware of the fact that some consultants have specific professional restrictions placed on them when submitting proposals.

Architects and engineers, for example, are not allowed to submit designs with their proposals. The reason for this is that they do not feel the client should select a consultant based on (a) the aesthetics of a yet-to-be-built structure, or (b) graphic depiction of a structure prior to the required research and analysis being conducted.

An issue that is often raised by consultants regarding the submission of proposals is that if they are not successful some clients still use parts of their proposal (usually the process) for the project. This is done when the client requests the successful consultant to incorporate something into the proposal from one or more of the unsuccessful proposals. This procedure is considered to be unethical. If there are parts of an unsuccessful proposal that the client likes and wants to use, financial renumeration for this is in order.

4. **Proposal Evaluation**
The evaluation of the proposals should commence immediately after all proposals have been received. The evaluation should be completed on all proposals at the same time to ensure a good comparable evaluation. More than one person should evaluate the proposals; preferably at least three. The criteria that can be used are shown in Appendix I of this Manual. As can be seen, the evaluation process lends itself to both a quantitative and qualitative assessment.

Always remember that you do not have to accept any of the proposals if you feel they are not appropriate or not well done.

In evaluating the consultant, reference checks are very important and should include:

- working relationships;
- skill;

- practicality of recommendations;
- support given during implementation of recommendations;
- accomplishment of objectives within budget and timeline; and
- creativity.

5. **Interviews**
The next phase, after the evaluation of each proposal, is to conduct interviews. You may find that not all firms should be interviewed, depending on the results of your evaluation. It will only waste your time and that of the consultant if you interview firms you are not really considering to hire. The interview should be structured to address the following:

(a) **Presentation of Proposal**
- Approach;
- Staff assigned to project; and
- Experience.

(b) **Question Period**
It is during the question period that you should clarify approaches and technical matters.

Specific criteria that can be used during the interview are shown in Appendix I of this Manual.

The presentation and interview is designed to allow you to better understand the proposed methods the consultants will use, to clarify outstanding issues and to allow you to get to know a little more about the consultant, both as a professional and as a person. This latter point is very important since you will have to work with the people you are interviewing, and this meeting will give you the first indication if personal conflicts may arise. The interviews should be well-spaced to allow you to get a full and fair review of all firms.

The entire evaluation process must be such that it could withstand inspection by any interested party.

6. **Pre-Selection**
Since it is unlikely that any one proposal will meet all your needs, it is important to allow for a second communication (meeting, telephone call followed by letter, etc.) with the firm you would like to hire. This meeting is designed to ensure all points you want clarified or changed are agreeable to the consultant.

7. **Selection**
If the proposal and modifications are acceptable to both yourself and the consultant, the consultant should now be hired.

Non-successful consultants should be notified of the results in writing, immediately. Explanations should be given to the consultants so they are aware of their shortcomings related to your needs and can improve on these in the future.

Consortium (non-legal)

Some projects undertaken tend to be very complex and therefore require a broad range of disciplines. Although some consulting firms do have a very wide breadth of expertise and can accommodate some large projects, you will find that most consultants do not have this diversity in-house. In these instances it is necessary for the consulting firms to 'join forces'. There are some very important aspects regarding hiring and working with consortia that you should be aware of. The more important are as follows:

1. **'Lead' Consulting Firm**
There will usually be one prime or 'lead' consulting firm that has organized the other firms to form the consortium. It is imperative that the 'lead' firm has some experience in managing large projects with other consulting firms involved. This will help ensure that you will not be faced with poor performance of one of the sub-firms because the 'lead' firm has not adequately managed the consortium (eg. quality control, accountability, punctuality, etc.). It will also ensure that you will not have to deal with all the sub-consultants, since a prime role to be played by the 'lead' firms is liaison and communicator for the consortium.

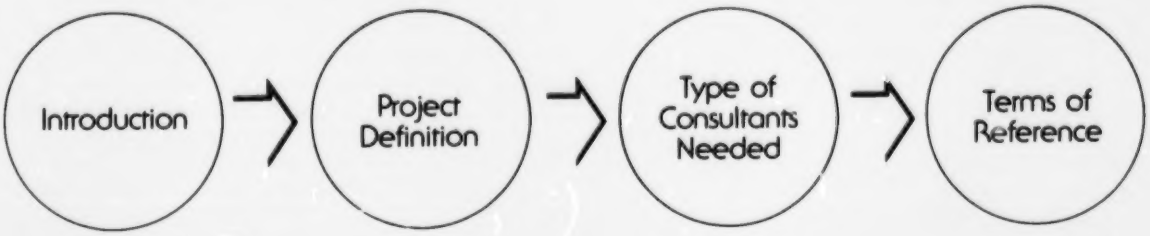
2. **Confirmation**
You should assure yourself that the member consulting firms of the consortium have formally confirmed that they are prepared and capable of completing their duties.

3. **Cost**
You should be aware that since the 'lead consulting firm' is charged with the task of coordinating and managing the consortium, this firm often includes a charge for this work. It is a legitimate charge, but you should be aware that it is in the budget.

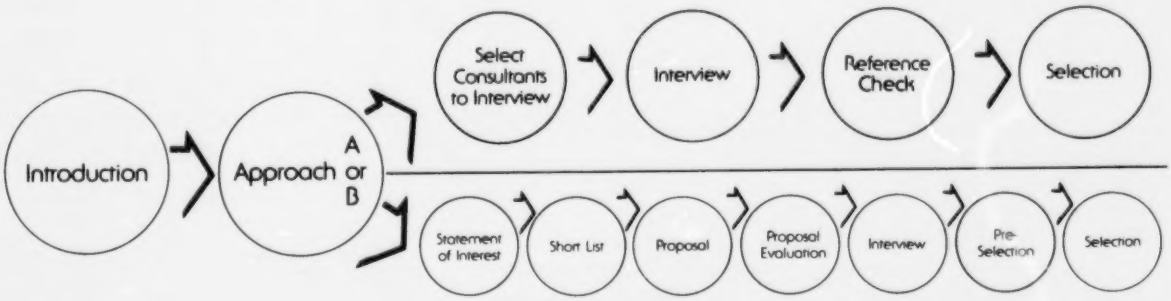
3 STEPS TO SELECTING AND WORKING WITH CONSULTANTS

START!

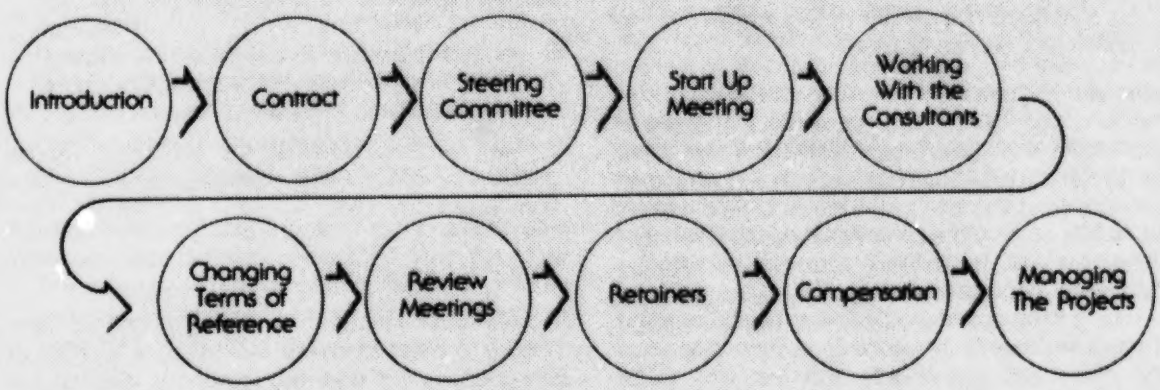
Step One – Project Definition



Step Two – Selection of a Consultant



Step Three – Working With the Consultant



FINISH!

STEP III
WORKING WITH THE CONSULTANT

Introduction

This is the last step in the process. It deals with how you should work with your consultant, after they have been hired. This step is composed of nine (9) phases:

1. contract;
2. steering committee;
3. start-up meeting;
4. working with the consultant;
5. changing 'terms of reference';
6. review meetings;
7. retainers;
8. compensation; and
9. how to manage the project.

Contract

Once the consultant has been selected and the proposal agreed to by both the consultant and client, a legal contract can be written. These can vary from extremely detailed legal documents, to one page agreements or confirmation letters. Often the proposal (or a portion of it) is used as the detailed agreement to be followed. Detailed and involved contracts should be reviewed by your lawyer.

Issues to be addressed in drawing up the contract include:

- ensuring that the responsibilities and rights of both client and consultant are clear and stated;
- addressing who pays for what and when;
- establishing the duration of the contract; and
- ensuring the contract is reviewed by a lawyer since it will be judged in terms of its meaning within the law and enforceability under the law (a contract is a measure of legal protection for both client and consultant).

One issue that is sometimes addressed in contracts is that of a formalized 'holdback' or 'penalty clause'. A holdback means that the client intends to hold back some portion of the payment from the consultant until a specified point in time, which is often referred to as 'the satisfactory completion of the project'. A penalty clause is similar in that the consultant is penalized financially if they, say, are unable or unwilling to complete the project within the timeline. If the client properly checks the consultant's references, the client will presumably find the firm to be reputable and reliable, thereby mitigating the need for formalized holdbacks.

Both techniques are designed to ensure that the client receives the product contracted. However, clients already have this control if the contract is prepared by constituent work phase or task, with funds being assigned to these phases. In this way, if the product has not been prepared to the 'satisfaction of the client' payment associated with the final phase or task is withheld. Also, if consultants fail to deliver the product, reputations are lost and/or legal action can be initiated by the client. A formalized 10%-15% holdback will not make a poor consultant a good consultant. There is nothing to be gained and much to be lost if the client starts the project on a note of distrust.

Steering Committee

Often a Steering Committee or some similar body is formed for the project. The usual duties of this Committee are to:

- direct the study;
- make on-going decisions as the project progresses through its various phases; and
- act as a resource to the consultant.

If you intend to employ a Steering Committee you should ensure that:

- the duties and responsibilities of the Committee are clearly stated and understood;
- the people on the Committee are carefully selected for a specific and useful reason; and
- the number of meetings required with the consultant are specified, with specific objectives for each.

Defining the role of the Committee and ensuring that the Committee stays within it's role is a difficult task. When defining the role of the Committee it is usually helpful to be as specific as possible. For example, is the role to be:

- expert panel;
- contract directors;
- resource group, general advisors, facilitators; or
- interested parties representing "stake-holders" in the assignment's process and recommendations?

It must be clear whether the consultant will be directed by **concensus** or **your decision** after advice from your Committee.

Start-Up Meeting

The first action to take once the consultant has been hired is to meet to ensure everything is in order. At this meeting the final aspects of the contract are agreed to (eg. payment, timeline, etc.). The second purpose of this meeting is to initiate the project, with

the consultant informing you of the immediate tasks over the first part of the study. This information should be in fine detail so that you may suggest other approaches or sources of information. It is important to remember that the consultant and you are working toward a common goal and therefore must work together. Keeping secrets (or, as a "test", wondering if the other party will uncover the information) is counter-productive.

Specifics of a start-up meeting agenda may include:

- the client clearing any road-blocks that they know of;
- identifying protocol procedures;
- identifying and clearing political involvement;
- identifying staff access procedures;
- setting out the regular progress reporting system; and
- clarifying roles and responsibilities.

Working With The Consultant

In working with the consultant it is critical that:

- specific lines of communication are identified and followed; and
- confusions and misunderstandings be prevented by detailing what is expected of whom and when.

The survey conducted for this manual indicated five (5) areas in which the client and consultant can work more closely together:

- better and more candid communication on what is expected and why. Both client and consultant are responsible for the project so they need to cooperate fully;
- better understanding, appreciation and use of each others' skills and abilities;
- better understanding of the project management role and the responsibilities of both client and consultant;
- flexibility in the project is important. Changes in 'Terms of Reference' are acceptable, if there are changes in the budget. More detailed analysis of a problem is acceptable if there are changes in the timeline. Flexibility and fairness go hand in hand; and
- often semantics are a problem. Clients and consultants should clearly understand what the other means when jargon or technical words or phrases are used. It is important that both have a common base to work from.

In working with the consultant it is important to remember that although both yourself and the consultant are working toward a common objective, the consultant also has the objective of making a profit. They would not be in business long if they did not. This dual objective of the consultant is important since, just as you do not expect them to jeopordize your project, you cannot expect them to do any work they are not paid for. Some areas where most consultants seem to experience problems in budget control are:

- extra meetings called which are not included in the budget;
- extra minor tasks requested that collectively can consume a lot of time and budget; and
- the 'what if' syndrome. Some consultants are constantly asked to research questions that are "interesting", but usually result in no substantive impact on the study.

Changing Terms of Reference

Most projects must be flexible in order to respond to information that is gathered. For example, a proposal may call for a very detailed public participation programme. However, after the initial series of meetings little response may be forthcoming from the public. In this situation, both the client and the consultant may agree that to continue would delay the project and be a poor expenditure of funds for the value received. In another project, soil testing at one size of grid pattern may be included in the proposal but the information uncovered from this may indicate a rather complex soil profile requiring more soil testing on a tighter grid pattern. Whereas in the first instance money may be saved, in the second more funds may be required. Regardless of the outcome, **changes to the proposal should be agreed to by both client and consultant in writing, prior to the change.**

Changing terms of reference usually results in changes to the contract which, in turn, means that the issue may have to be referred to the political decision-making body. Often, clients do not take these actions due to the resultant time delays and the possibility of criticism. This is especially true if more funds are requested. However, if the change is to occur (and perhaps extra funds requested), there may be no option. The decision to proceed or not to proceed with the change should lie with the decision-making authority and to by-pass this mechanism may result in serious consequences. Time delays may result, but this is the lesser disadvantage.

Review Meetings

Specific review meetings should be incorporated in the proposal to ensure that the project is proceeding as expected. The 'start-up' meeting is one of the most critical. All review meetings should have a specific purpose(s). Formal agendas should be prepared and followed; any problems should be addressed as they arise. Formal minutes of all meetings, highlighting decisions and action responsibilities, should be prepared and sent to the key individuals involved in the project. Meetings should not be convened for minor updates that can be addressed over the telephone. Remember, for every meeting you are paying for the consultant's time.
When deciding what to communicate during the project use these criteria:

- originate and distribute information on a 'need to know' basis;
- if an important message is delivered verbally, summarize and confirm in writing; and
- respect protocol.

For development projects, site inspections by the consultant and client should be a requirement.

The frequency and timing of these inspections should be agreed to in the contract. This ensures that proper attention is being paid to the project.

Retainers

A retainer is a method of having a consultant at your disposal on an 'as-required' basis. Some advantages and disadvantages of retainers are shown on Table 1.

TABLE 1

ADVANTAGES AND DISADVANTAGES OF RETAINERS

Disadvantages

- the costs often cannot be justified
- there can be an unhealthy dependency on one consultant
- there can be a loss of objectivity on the part of the consultant
- it may create a possible weakness in the organization
- there are often political problems with this method i.e. conflict of interest charges
- a 'tenure' or 'annuity' syndrome can develop

Advantages

- continual assistance for problems that are continual
- continuity of knowledge about the organization can increase the consultant's effectiveness and save start-up costs
- a client may be more inclined to accept the adivce of consultants they work with regularly
- generally, consultants are more likely to be available when needed
- consultants may take more interest in the organization's welfare

Retainers can be useful to clients and many are prepared to enter into an ongoing agreement with consultants for this purpose. One of the most frequently encountered faults with this method is that clients have a tendency to call on one type of professional consultant to solve problems or address projects in an area of expertise that the consultant is not adequately familiar.

Compensation

There are several ways in which a consultant can be paid. Some types of consultants use one method or methods more than others. A listing of the more usual methods, and their advantages and disadvantages, is shown on Table 2.

You should ensure that the payment requested in the proposal by the consultant includes all costs they will encounter (eg. travel, meeting, report writing, permits, etc.). **This should be a specific question asked of the consultant.**

You may also find a wide variety of chargeable rates for professional services being used by consultants. Although it is useful to assess the relative amount of time that the chargeable rates equate to, of much greater importance is the experience and expertise you are buying. **The most critical item to evaluate is whether or not you feel the consultant is qualified to give you the best product.** Your main concern is the best product for a certain and fixed amount of funds, not how much each individual consultant decides to charge on an hourly or per diem basis.

Most clients are correctly conscientious regarding the expenditure of public funds. Value for money spent is a prime concern when hiring consultants. However, some clients feel the best way to get the best value

TABLE 2
COMPENSATION METHODS

Method and Description	Advantages	Disadvantages
PERCENTAGE OF CONSTRUCTION COST: The amount of the percentage is related to the size and complexity of the project. The percentage is stated in the 'Conditions of Engagement and Schedule of Professional Fees' publication prepared by the Alberta Association of Architects and 'Fee Schedule' Alberta Association of Landscape Architects. Clients are responsible for overruns due to additional work requested.	- Fees directly related to construction value which is indicative of consulting effort. - Certainty of amount to be paid. - Equitable and accurate. - Provides 'up-front' money for the consultant which gives him good cash-flow. - Simplicity: consultant knows costs.	- Final fees not known until construction completed. - Can cause cost escalation for client. - Not applicable to planning projects.
FIXED FEE: A fixed-upset consulting price is settled upon before the project is initiated.	- Client knows how much to set aside for consultants. - Minimal risk for client.	- Doesn't allow for inflation problems encountered, or scope changes. - Estimates may be too low necessitating either a request for extra funds or a loss for the consultant.
TIME AND EXPENSES: This method uses hourly or per diem rates plus expenses that are incurred during the project. Usually used for smaller projects where flexibility in work and budget will not significantly affect client or consultant. Expenses are at cost with (perhaps) a small handling charge.	- Certainty of payment for consultant (i.e. paid for work done). - Flexible - Not as susceptible to overruns.	- If used for small project usually no major disadvantages. - Client does not have a fixed expenditure request to place before politicians.

is through competitive cost bids. Although this is generally a good approach when evaluating contractors to supply materials or labour, it is not acceptable to consultants. The reason is valid and straight-forward.

A consultant is not given the type of detailed specifications to prepare a bid as is a contractor. What is important to the client is the individual's or team's qualifications, experience, dependability in terms of delivering a product for an agreed to cost to the client and creativity. As consultants progress through a project they must research, check and re-check issues. In a competitive bid situation, detailed investigations that may save the client many dollars further ahead, would likely not be considered since they were not in the contract and the consultant could not 'afford' to do the research. Concern for the best possible product within your budget limitations is the consultant's objective, as is yours. When you hire a consultant, you are purchasing the professional skill, integrity and experience of people who look after your interest as they do their own.

All this is not to say that consultants are opposed to competition. They understand it to be a basic principle of business activity. But they realize that to meet the needs of the client, **they must compete on the basis of their ability and commitment to perform the required services.**

Managing the Project

If you want a project to be successful it is essential that you assign someone to manage it. This individual should report to you and should be responsible for all liaison between the consultant and client. Do not get caught in the trap of assigning too many projects or other tasks to any one staff member, since they will not be able to give the proper attention and time to the consultant. It is important that this individual has experience in your organization and in managing and controlling other individuals. Continuity of the manager of the project is also very important. The duties of this person include:

- time control;
- budget control;
- responding to policy issues;
- expediting the collection of information;
- ensuring contact between the consultant and staff of the client is efficient;
- protocol; and
- recording all administrative matters.

Each phase of the project should be monitored in turn. This 'bite-size' approach is better than leaving things to the end of the project when corrective action may not be as effective or possible.

Management of the project, or lack thereof, is one of the most consistently mentioned problems faced by consultants.

SECTION III
SOME CRITICAL ISSUES

WHEN THE PROJECT IS COMPLETED

There are two issues that are typically raised after a project has been completed. The first is who is responsible for the work done. The second is who owns the material used in the project.

Who Is Responsible For What?

There are two answers to this question that depend on the type of project. Architects and engineers registered and licensed to practice are legally held responsible for their work. This responsibility is essential because of the expertise required to ensure public safety and to protect the owner(s) of the facility regarding his (their) investment. This responsibility is not a "guarantee", analogous to an appliance warranty. But rather at issue is the assurance of the long term dependability and safety of the structure based on the professional advice contracted.

Both the Architect's Association and the Engineer's Association are very active in the area of professional liability and both have standing discipline committees that review complaints received by the Associations regarding any of their members.

If you question the ethics or performance of your consultants, these Associations are ready to discuss the concern with you.

For other professional consulting projects, such as Park and Recreation Master Plans, although no specific legislation exists the consultant is held responsible for the project and their advice to the client through the court system. However, when the client accepts the project as satisfactory and full payment is made this responsibility decreases. This is important and means that the client must assure himself of the quality of the work completed, before the contract is terminated.

Who Owns The Material?

For some projects a great deal of information and intelligence is collected. This material is owned by the consultant unless otherwise stated in the contract. Some data is in the ownership of the consultant because of the confidential manner in which it was collected. Selected survey information may be an example. The client must remember that they are purchasing the expertise and advice of the consultant and not their files, or (in all cases) the data used for the preparation of the project report.

The Audit Sheet

When a project has been completed you should prepare an 'audit sheet' that evaluates the product received from the consultant. This is a very important step for clients who may use consultants frequently, since it builds up 'experience files' on consultants.

SOME ISSUES IDENTIFIED BY CONSULTANTS

In the preparation of this Manual, consultants were asked if they generally had encountered good experiences or problems in 12 selected areas. The results of this question is shown in the Table opposite. For those issues that seem to be causing consultants problems, reasons were also given.

Although some problems were experienced with all 12 issues, five seem to be handled well by clients from the consultants' viewpoint. Of the major problem areas consultants seem to feel that:

- they don't know exactly what is expected of them;
- clients evaluate them based on budget first and other criteria second;
- budgets are often less than is necessary for the amount of work contained in the 'Terms of Reference';
- client staff turnover causes problems of project continuity and responsibility;
- it is difficult to get a concensus from project steering committees;
- if there are any political issues that may affect the project they should be discussed up-front rather than the consultant 'stumbling' over the issue;
- they often don't know who the decision-makers are, leading to time delays; and
- when 'Terms of Reference' are changed they are usually asked to do more work without a corresponding increase in budget.

If you follow the steps for selecting and working with consultants given in this manual in both the 'letter and spirit', most of the problems that cause friction between client and consultant can be eliminated.

DILEMMAS

In consulting, as in other areas that involve contracts and negotiations, there are often issues that are not totally and satisfactorily resolvable because of differing viewpoints of the parties involved. Consulting work in parks and recreation has many such issues due in part to 1) the public nature of many projects and the need for safety measures in buildings, 2) the low budgets that clients often have to work with versus

SOME ISSUES IDENTIFIED BY CONSULTANTS

ISSUE	GOOD EXPERIENCE	PROBLEM	PROBLEM REASON
Terms of Reference	4	9	- vague - inconsistent
Clients Hiring Procedures	2	11	- inconsistent - price major criteria - competitive bid too expensive
Timelines	10	3	- too optimistic
Budgets	3	11	- unrealistic - more flexibility - not related to Terms of Reference - should be set up by client and consultant
Project Management	9	3	- staff turnover - more important than clients realize
Committee Procedures	5	9	- difficult to get concensus - time consuming
Political Dimension	4	9	- major criteria not informed of
Decision Making Authority	5	9	- client doesn't have authority - causes time delays - not clearly established
Clarity of Roles/Responsibilities	8	6	- often not well defined
Administration	9	5	- slow payments
Changing Terms of Reference	3	11	- not paid for extra work
Knowledge/Experience of Client	7	5	- turnover of clients' project manager

their expectations, 3) the complexity of most park and recreation work, including the balancing of public participation, priorities setting, and political issues, and 4) the often high staff turnover rate which creates a lack of project continuity including expectations and agreements on responsibilities/roles. The following lists some of these dilemmas. It is the hope of this manual that if the issues are at least stated, they can be addressed in each particular project.

1. Under the Alberta Building Code (1981) both an architect's and engineer's seal are required for some public recreation buildings. Some clients feel this is an extra cost that is not needed.

   Recent changes to the Alberta Building Code define those projects which require special expertise. Those projects that do not fall under the scope of the Code may still require professional input if the inspector believes that such input is necessary for safety.

2. When budget is the primary criterion used in evaluating consultants, the consultant is often faced with the decision to (a) request less funds than required, be awarded the work but not meet the objectives of the project, or (b) request the funds required and lose the job.

3. Committee structures are good in identifying concerns and information availability. Consultants feel that in many instances the problem with committees is that no one seems to have, or is willing to accept responsibility. The client, on the other hand, feels a committee must be used to ensure all needs are met. When this is done, the client realizes as well that control over the project is reduced, and therefore they are not as ready to accept full responsibility.

4. Consultants often place themselves in illogical situations by assuming that the client expects them to know everything. In these instances, consultants sometimes don't seek the advice, or ask questions of the client feeling that somehow, if they do so, they are not 'living up' to their job.

5. In some cases, clients feel that consultants are charging for work that they are not doing. This is especially true of architects and engineers in the specific instance of community arenas and pools. Communities feel that the consultant already has the basic arena or pool plan and with some minor adjustments, uses this plan in all communities. According to this view, 'standard buildings' that are repeated over and over again with only the client community changing, should not require full fee. On the other hand, the consultants argue (a) they must still meet the legal responsibility for plans they approve regardless of whether they are repeated or unique, (b) if they use Plan A, from Community A for Community B and charge less, Community B saves at the full cost to Community A, and (c) there is often a lack of development of specific programme requirements for communities using a 'standard building' plan, meaning that the community may not get the facility it needs or wants at a price it can afford.

6. Costs for recreation facilities and costs for hiring consultants are all increasing. It has always been difficult for communities to meet the expectations and needs of residents within budget restrictions. Today, costs are increasing so quickly that municipalities and organizations are often not prepared for the cost estimates of facilities, and the services of consultants. Often what happens is that the municipality blames the consultant for the high costs or cost overruns or looks for deals or cheap alternatives. It is important to negotiate the best price, but clients must also attempt to bring expectations in line with the municipality's and organization's ability to pay.

7. A significant issue that faces most clients is deciding on which consultants have the best qualifications to complete the project. This is a dilemma because most consulting firms are multidisciplinary and therefore very difficult to categorize. For example, large consulting firms often employ recreation planners, architects, engineers, financial analysts, economists, geographers, etc. and are involved in facility programme planning, feasibility studies, master plans, project management, etc. However, smaller firms also often employ recreation planners, engineers and landscape architects, etc. and are capable in the areas of facility planning, facility development, feasibility studies, master plans, etc. To some degree this applies to all types of consulting firms noted in Appendix II. It is precisely this diversity that causes problems for clients in selecting the best firm with the best qualifications for the project. The client's best course is to acknowledge this diversity and evaluate each firm based on its senior personnel, qualifications and experience.

LEGAL ISSUES

There are several legal requirements that must be met in completing a project. Though these are your responsibility to meet, most will be handled by your consultant. If you are going to build a public facility you should read and understand the Alberta Building Code.

- Plans, drawings or specifications must contain the signature and seal of a registered architect and/or engineer for specific public building types. These requirements are stated in the Alberta Building Code (1981), Part I, Section 1.5. The requirement is to ensure that public buildings are safe.
- Plans, drawings or specifications must comply with the requirements of the Alberta Building Code. The examination of plans, drawings and specifications against these should be completed only by Alberta Labour or by a recognized alternate municipal approval authority. Some authorities require that building permits and other related permits be applied for. These permits in-turn, usually require inspections at various points.
- A comment sheet related to the review of the materials used in the building by Alberta Labour should accompany the plans you receive from the consultant.
- For projects that do not require an architect's or an engineer's seal, the plans, drawings or specifications are still required for inspection by Building Standards and Fire Prevention. Of particular importance are changes to fire ratings brought about by use of different materials, public access and egress and alterations or enlargements of existing structures involving load bearing walls and supporting systems.
- In the case of projects involving swimming pools, the Environmental Engineering Division of Alberta Social Services and Community Health require a "Permit to Construct a Swimming Pool" or an "Amendment to a Permit" (for renovations) to be taken out prior to any construction or alterations taking place.
- Other legal requirements that relate to buildings that your consultant should be conversant with include:
    - The Electrical Protection Act
    - The Plumbing And Drainage Act
    - The Gas Protection Act
    - The Boilers And Pressure Vessels Act
    - The Elevator And Fixed Conveyances Act
    - The Fire Prevention Act
- Minor repairs and renovations do not typically require consultants. However, there is no firm rule regarding this issue. For example, a simple addition such as a door may change the circulation pattern in the building and may affect emergency access and egress, such as exiting during a fire. Painting and/or redecorating may also create a safety problem if the materials chosen are not non-combustible or do not have low flame spread rating. Although hiring a consultant for a minor repair or renovation may seem like a waste of funds, you must remember that as the building owner the municipality is responsible for the safety of the users of the facility. Often these added costs are a small price to pay for safety and liability.

APPENDIX I

- Proposal Evaluation Form
- Interview Evaluation Form
- Summary Consultant Selection Form

Introduction

There are many ways in which proposals and interviews can be evaluated. On the following pages one such method is presented. The method combines a quantitative evaluation of the proposal with the interview. Since it is quantitative it is easier to see which proposal, interview and consultant is preferred. Also, it is a consistent approach that can be applied to all proposals.

There are three individual forms:

- proposal evaluation
- interview evaluation
- summary of consultant selection

All three should be used when evaluating which consultant will do the best job for you.

The evaluation forms presented here are not weighted. Different scoring and weighting should be developed for the specific project based on what you consider to be important as well as reasonable. Also, some of the specific criteria may not apply to all types of projects.

The type of project you are dealing with will govern the type of specific questions to ask the consultants you are evaluating. An example of some questions to ask of a consultant you are evaluating for the construction of a pool or community centre is presented on the page opposite.

CONSULTANTS EVALUATION SYSTEM

CRITERIA	SCORING	SCORE	REMARKS
1. FIRM/STAFF			
A. Firm's Record			
(a) Work completed on time	**Excellent** (i.e. almost always on time) = 5 **Good** (i.e. often late with projects) = 2 **Poor** (i.e. usually not on time) = 0		
(b) Work completed within budget	**Excellent** (i.e. almost always on budget) = 5 **Good** (i.e. often over budget) = 2 **Poor** (i.e. usually over budget) = 0		
(c) Reference satisfaction	**Excellent** (i.e. excellent work relationship) = 5 **Good** (i.e. usually good work relationship) = 2 **Poor** (i.e. usually not satisfied with work relationship) = 0		
B. Firm's Experience (i.e. relevancy of past work to the project)	**Excellent** (i.e. have completed similar projects) = 5 **Good** (i.e. have completed some similar projects) = 2 **Poor** (i.e. have never completed similar projects) = 0		
C. Staff (i.e. experience and senior level of staff who will be doing the work)	**Excellent** (i.e. staff are senior and have specific relevant experience = 5 **Good** (i.e. staff are at intermediate level with limited specific relevant experience) = 2 **Poor** (i.e. staff are at junior level with little specific relevant experience) = 0		
D. Local Context			
(a) Are the staff assigned knowledgeable about the local context	**Excellent** (i.e. very knowledgeable) = 5 **Good** (i.e. somewhat knowledgeable) = 2 **Poor** (poor knowledge of local context) = 0		
(b) Will staff be on site (if yes how often)	**Excellent** (i.e. staff on site approximate length of time) = 5 **Good** (i.e. staff on site but not as often as preferred) = 2 **Poor** (i.e. staff infrequently on site as related to need of the project) = 0		
E. Sub Consultants			
(a) Firms Record	**Excellent** (i.e. reference checks excellent) = 5 **Good** (i.e. reference checks good) = 2 **Poor** (i.e. reference checks poor) = 0		
(b) Staff Appropriate	**Excellent** (i.e. appropriate expertise and experience = 5 **Good** (i.e. expertise and experience is good) = 2 **Poor** (i.e. expertise and experience is poor) = 0		
	SUB TOTAL Maximum Possible	45	
2. PROPOSAL			
A. Understanding of The Project	**Excellent** (i.e. consultant exhibits firm understanding of project's goals and objectives) = 5 **Good** (i.e. consultant seems to understand some aspects of the project's goals and objectives) = 2 **Poor** (i.e. consultant exhibits little to no understanding of the project's goals and objectives) = 0		
B. Process			
(a) Logical	**Excellent** (i.e. the process used is logical yet sensitive to the local context) = 5 **Good** (i.e. the process used is not fully logical nor sensitive to the local context) = 2 **Poor** (i.e. the process missed some very important steps, is not logical and not very sensitive to the local context) = 0		

CRITERIA	SCORING	SCORE	REMARKS
(b) Technical	**Excellent** (i.e. the process is technically rigorous and exacting) = 5 **Good** (i.e. the process has some technical components but they are not particularly rigorous or applicable) = 2 **Poor** (i.e. either the process has no technical components that are preferable or what components there are, are poorly thought out and applied) = 0		
(c) Comprehensive	**Excellent** (i.e. the process is very comprehensive) = 5 **Good** (i.e. the process is missing one important component) = 2 **Poor** (i.e. the process is missing several important components) = 0		
(d) Creativity	**Excellent** (i.e. the process is very creative in effectively meeting the goals and objectives of the project) = 5 **Good** (i.e. the process has some creative elements) = 2 **Poor** (i.e. either no creative elements are in the process or what are in, are inappropriate) = 0		
Budget	**Excellent** (i.e. the budget is in line with the product to be delivered) = 5 **Good** (i.e. the budget is either somewhat over or under given the product to be delivered) = 2 **Poor** (i.e. the budget is not in line with the product to be delivered) = 0		
Timeline	**Excellent** (i.e. the timeline is in line with the product to be delivered) = 5 **Good** (i.e. the timeline is either somewhat over or under given the product to be delivered) = 2 **Poor** (i.e. the timeline is either too short or too long given the product to be delivered) = 0		
	SUB TOTAL Maximum Possible	35	
3. **GENERAL** Objectivity	**Excellent** (i.e. the proposal, process, staff or firm do not seem to be unduly biased as to the outcome of the project) = 5 **Good** (i.e. some aspects of the proposal, process, staff or firm seems to be biased to a particular outcome) = 2 **Poor** (i.e. either the proposal, process, staff or firm are unduly biased in favor of some particular philosophy or outcome not appropriate to the project) = 0		
Present Workload	**Excellent** (i.e. consultant is able to demonstrate that he is capable of adequately completing the project on time given his existing commitments) = 5 **Good** (i.e. there is some question as to the consultant's present workload and therefore ability to adequately complete the project on time) = 2 **Poor** (i.e. given the consultant's current workload and the timeline of the project at hand, it does not appear that the consultant can adequately complete the project on time) = 0		
Communication	**Excellent** (i.e. the proposal is well laid-out and easy to read) = 5 **Good** (i.e. the proposal is confusing in some respects) = 2 **Poor** (i.e. you don't understand what is being done or why) = 0		
	SUB TOTAL Maximum Possible	15	
	TOTAL SCORE Maximum Possible	95	

CONSULTANTS EVALUATION SYSTEM – INTERVIEW

CRITERIA	SCORING	SCORE	REMARKS
Presentation	Excellent (i.e. easy to follow main points made, know what you are getting) = 5 Good (i.e. fairly easy to follow, most major points well made, know most of what you are getting) = 2 Poor (i.e. difficult to follow, few points made, not sure what you are getting) = 0		
Personality and Maturity	Excellent (i.e. feel you can work well with the consultant) = 5 Good (i.e. may be some problems in working with the consultant) = 2 Poor (i.e. don't feel can work with the consultant) = 0		
Directness of Presentation and Responses to Questions	Excellent = 5 Good = 2 Poor = 0		
Questions not answered to your satisfaction (list): 1. 2. 3. 4. 5.			
Score poorly answered questions as follows: (a) Incorrect response = -5 (b) No response = -4 (c) Incomplete response = -2			
TOTAL SCORE MAXIMUM POSSIBLE 15			

CONSULTANT EVALUATION SYSTEM – SUMMARY

CONSULTANT	PROPOSAL SCORE	INTERVIEW SCORE	TOTAL SCORE	% TOTAL POSSIBLE (110 pts)	RANK

RECOMMENDATION:

POSSIBLE QUESTIONS TO HELP SELECT A POOL OR COMMUNITY CENTRE PRIME CONSULTANT OR DESIGNER

1. How long has your professional engineering firm been in the design and/or construction business?
2. How many indoor pools have you designed or built in Canada? What total approximate dollar volume?
3. Who are your key personnel? What are their qualifications and experience?
4. What is the extent of your liability insurance bonding?
5. What are your views on:
   Multi-use Area Finishes
   Pool Interior Finishes
6. Comment upon staffing and control of the facility.
7. If a pool, what type of filter system do you suggest and why?
8. Do you advocate gas chlorine, bromine, sodium or calcium hypochlorite ?
9. What experience have you had with winter construction and remote locations?
10. How do you handle lighting and acoustics at multi-use areas and pools?
11. What brands of equipment do you recommend for pool equipment?
12. Have you won any design awards or commendations for your work?
13. Explain your experience with the Public Health Regulatory bodies. How many consultations per project were required?
14. Have you ever made mistakes, how long deficiency lists?
15. Where is your best project to date? Where is your worst?
16. Can your construction wing perform as a Union or Non-Union Shop? do you use local manpower and materials, subs.?
17. What plans do you use for standards, handicapped et al?
18. How long before construction can start after contract signed?

APPENDIX II

- Range of Services
- Consultants' Associations
- Other Consultants

Range of Services

The following provides a listing of the services provided by the main consultants you will likely require at one time or another.

Architect

1. A consultant practicing architecture must:
   (a) be professionally qualified by academic training and technical experience.
   (b) be legally registered.
   (c) be free of any conflict of interest that may bias judgement.
   (d) have personal integrity and a sense of social responsibility.
2. A consultant practicing architecture has the capability to perform the following services:
   (a) programming and pre-design including:
      (i) research and analysis;
      (ii) programming;
      (iii) master planning; and
      (iv) feasibility study.
   (b) schematic design including:
      (i) architectural programming;
      (ii) concept sketches;
      (iii) preliminary estimating; and
      (iv) by-law application.
   (c) design developing including:
      (i) preliminary design drawings.
      (ii) presentation drawings;
      (iii) outline specifications; and
      (iv) cost estimating.
   (d) contract documents including:
      (i) preliminary working drawings;
      (ii) working drawings;
      (iii) detail drawings;
      (iv) specifications;
      (v) estimating the cost control; and
      (vi) building services coordination.
   (e) interview participation including participating in:
      (i) interviewing clients;
      (ii) interviewing engineering consultants; and
      (iii) meetings with authorities having jurisdiction under The Alberta Uniform Building Standards Act and the Fire Commissioner's office.
   (f) tendering participation including:
      (i) tender call;
      (ii) addenda preparation;
      (iii) tender opening and analysis; and
      (iv) contract award.
   (g) contract administration including:
      (i) site review and reports;
      (ii) site meetings and reports;
      (iii) shop drawings;
      (iv) issuance of site instructions;
      (v) preparation of change orders;
      (vi) obtaining change order approval from client;
      (vii) preparation of certificate for payment; and
      (viii) close out procedures.

Horticulturist

1. A consultant practicing horticulture must:
   (a) be professionally qualified by academic training and technical experience.
   (b) be free of any conflict of interest that may bias judgement.
   (c) have personal integrity and a sense of social responsibility.
2. A consultant practicing horticulture has the capability to perform the following services:
   (a) Grading Plans
   (b) Planting Plans
   (c) Soil Erosion Plans

Quantity Survey

1. A consultant practicing quantity surveying must:

   (a) be professionally qualified by academic training and technical experience.

   (b) be free of any conflict of interest that may bias judgement.

   (c) have personal integrity and a sense of social responsiblity.

2. A consultant practicing quantity surveying has the capability to perform the following services:

   (a) Cost Estimates
   - new facilities
   - renovations; and
   - relocations.

   (b) Cost Control

Engineering Consultants

1. A consultant practicing engineering must be professionally qualified as follows:

   (a) licensed to practice by the Association of Professional Engineers, Geologists, and Geophysicists in the Province of Alberta (A.P.E.G.G.A.).

   (b) have demonstrated his experience and technical competence related to your type of project by other projects.

   (c) comply with the Code of Ethics of his licensing authority, in this case A.P.E.G.G.A.

   It behooves you, the hiring authority, to check your prospective engineers for qualifications and compliance with the above points. (Registration indexes are available from A.P.E.G.G.A. listing all registered engineers in Alberta.)

2. A consultant practicing engineering has the capability to perform the following services:

   Chemical Engineering
   Provides technical advice, design services, and reporting services on a wide variety of projects involving chemical products, their production, use, and safeguards to be used for large and small applications.

   Civil Engineering
   Provides technical advice, design services, and reporting services on a wide variety of projects in the field of building construction, bridges, railways, highways, dams, tunnels, and earth moving projects.

   Structural Engineering
   Provides technical advice, design services, and reporting services on a wide variety of projects where structural implications arise such as buildings and bridges. Structural engineering is a specialized branch of civil engineering.

   Electrical Engineers
   Provides technical advice, design services, and reporting services on a wide variety of projects involving buildings, manufacturing plants, power plants, and power distribution systems.

   Mechanical Engineers
   Provides technical advice, design services, and reporting services on a wide range of projects involving the following:
   - Municipal water treatment, water distribution, and sewage disposal.
   - Building mechanical systems such as heating, ventilation, refrigeration, air conditioning, water, and sewer systems.
   - Public facilities such as mechanical systems for swimming pools, controlled environment, and energy conservation.

Recreation Planners

1. A consultant practicing recreation planning should:
   (a) be professionally qualified by academic training and technical experience.
   (b) be free of any conflict of interest that may bias judgement.
   (c) have personal integrity and a sense of social responsibility.
2. A consultant practicing recreation planning has the capability to perform the following services:
   (a) Surveys
   - demand;
   - supply; and
   - public opinion.

   (b) Public Participation
   (c) Feasibility Studies
   - economic;
   - market;
   - facility;
   - programme; and
   - forecasting.

   (d) Locational Analysis
   (e) Master Plans (policy)
   - municipal; and
   - park/open space.

   (f) Market Plans
   (g) Policy Development
   (h) Futures Studies
   (i) Cultural/Heritage Studies
   (j) Tourism Studies

Management Consultant

1. A consultant practicing management consulting must:
   (a) be professionally qualified by academic training and technical experience.
   (b) be free of any conflict of interest that may bias judgement.
   (c) have personal integrity and a sense of social responsibility.
2. A consultant practicing management consulting has the capability to perform the following services:
   (a) Surveys
   - demand;
   - supply; and
   - public opinion.

   (b) Public Participation
   (c) Feasibility Studies
   - economic;
   - market;
   - facility;
   - programme; and
   - forecasting.

   (d) Social Studies
   - policy; and
   - impact.

   (e) Locational Analysis
   (f) Municipal Finance
   (g) Organization/Human Resources
   - organization reviews;
   - compensation; and
   - executive search.

   (h) Computer Services
   - hardware; and
   - software.

   (i) Facility Programme and Pre-Design
   (j) General Plans
   (k) Downtown Revitalization Plans
   (l) Economic Studies
   - economic base;
   - retail centres;
   - fees and charges; and
   - regional.

   (m)Maintenance and Operations
   (n) Marketing and Strategic Planning
   (o) Policy Development
   (p) Master Plans (policy)
   - municipal; and
   - parks/open space.

   (q) Energy
   (r) Tourism
   (s) Environmental Impact

Landscape Architect

1. A consultant practicing landscape architecture must:

   (a) be professionally qualified by academic training and technical experience.

   (b) be free of any conflict of interest that may bias judgement.

   (c) have personal integrity and a sense of social responsibility.

2. A consultant practicing landscape architecture has the capability to perform the following services:

   (a) Site Planning
   - site selection;
   - site evaluation and analysis;
   - functional relationship studies; and
   - site maintenance and operations.

   (b) Master Planning (land use)
   - conceptual plan; and
   - arrangement of use areas and facilities.

   (c) Land Use Planning
   - downtown revitalization;
   - new town;
   - general plan;
   - sub-division;
   - city and regional;
   - parks and recreation;
   - corridor; and
   - trails.

   (d) Facility Planning
   - program planning; and
   - pre-design studies.

   (e) Public Participation

   (f) Public Relations
   - advertising; and
   - promotional material.

   (g) Computer Land Use Planning

   (h) Air Photo Interpretation

   (i) Vegetation Planning
   - interior planting design;
   - vegetation analysis;
   - reclamation;
   - irrigation;
   - gardens; and
   - fountains.

   (j) Studies
   - environmental impact;
   - tourism;
   - market;
   - energy conservation; and
   - circulation.

   (k) Pre-Design Services
   - feasibility studies;
   - research studies;
   - preparation of program for design and development;
   - site inventory;
   - site capability analysis; and
   - cost estimates and phasing.

   (l) Complete Design Services
   - design (preliminary studies, sketches, drawings, estimates);
   - working drawings (site layout plan, grading and drainage plan, planting plan, construction details, lighting plan, irrigation plan);
   - specifications;
   - tender and analysis of bids; and
   - supervision of construction.

TABLE OF PROFESSIONAL CONSULTANTS ASSOCIATIONS

Consultant Type	Association	Publications
ACADEMICS	NONE	NONE
ARCHITECTS	The Alberta Association of Architects Duggan House 10515 Saskatchewan Drive Edmonton, Alberta T6E 4S1 (403) 432-0224	1. The Architect's Register 2. Recommended Conditions of Engagement and Schedule of Professional Fees 3. Code of Ethics 4. Professional Practice Regulations 5. Education and Training Regulations 6. The Architect's Act
COST CONSULTANTS (Quantity Surveyor)	Association of Quantity Surveyors of Alberta 104, 209 - 19 Street, N.W. Calgary, Alberta T2N 2H9 (403) 270-3607	1. Membership List 2. Rules and Regulations
ENGINEERS	The Association of Professional Engineers, Geologists and Geophysicists of Alberta 1010 One Thornton Court Edmonton, Alberta T5J 2E7 (403) 426-3990	1. The Engineers, Geologists, and Geophysicists Professions Act 2. The Consulting Industry in Alberta 3. Guide to the Section of Professional Engineers, Geologists, and Geophysicists 4. Membership Roster
HORTICULTURISTS	The Western Canadian Society for Horticulture c/o Alberta Horticulture Research Centre Bag Service 200 Brooks, Alberta T0J 0J0 (403) 362-3391	1. Membership Roster 2. Bylaws
LANDSCAPE ARCHITECTS	The Alberta Association of Landscape Architects 34 Cardiff Drive, N.W. Calgary, Alberta T2K 1R5 (403) 455-5048	1. Code of Ethics 2. Landscape Architectural Consulting Services 3. Changing the Landscape By Design 4. Member Firm Roster 5. Fee Schedule
MANAGEMENT CONSULTANTS	The Institute of Management Consultants of Alberta c/o Woods Gordon Management Consultants 1300 Iveagh House 707 - 7th Avenue, S.W. Calgary, Alberta T2P 0Z2 (403) 268-4100	1. Code of Ethics 2. Membership Roster
RECREATION PLANNERS	The Alberta Recreation and Parks Association Percy Page Centre 13 Mission Avenue St. Albert, Alberta T8N 1H6 (403) 458-2511	1. Membership Roster
	Community Planning Association of Alberta 3401 Spruce Drive Red Deer, Alberta (403) 346-4882	1. Membership Roster
	Canadian Institute of Planners (Alberta Chapter) 412 - 19th Avenue, N.W. Calgary, Alberta	1. Membership Roster 2. Code of Ethics 3. Disciplinary Procedures

Consultants' Associations

Most professional consultants have associations that have a wide variety of functions. These associations exist to help you as well as the individual consultants. The two primary uses that you can make of these associations are:

1. To obtain a listing of consultants in a particular area of specialization.
2. To obtain advice or specific information such as (a) code of ethics, (b) fees, and (c) procedure for handling complaints.

The table opposite lists those associations.

Other Consultants

Previously, the consultants most frequently used by municipalities and organizations were discussed. Following is a list of other consultants you or your prime consultant may come in contact with:

- Facility Programme Planners
- Interior Planner/Decorator/Office Layout
- Food Services Planners
- Zoological Planners
- Historians/Archaeologists
- Soils Engineering
- Traffic Engineering
- Acoustical Engineering
- Tourism Consultants
- Cultural Specialists.

APPENDIX III
FACILITY DEVELOPMENT OPTIONS

Introduction

The park and recreation profession is heavily involved with facility construction and consultants are often used for these projects. This section of the manual will describe some of the options available to municipalities and organizations in the development of a facility, and how the client, consultant and contractor interface.

There are four frequently used options as follows:

1. **Prime Consultant**
   In this option, a prime consultant (architect, engineer, landscape architect) is hired. The prime consultant is held primarily responsible for the overall direction of the work and for the necessary liaison between you, all other consultants, governmental authorities and contractual services. You should ensure that you are involved in the activities of the prime consultant. You should carefully review the facility design and all drawings before construction, for example, so you can help prevent costly on-site changes. The prime consultant is responsible for hiring sub-consultants to help them prepare the facility design, drawings and specifications. Sub-consultants hired usually include mechanical, structural and electrical engineers and a quantity surveyor. Again, you should make sure that you are involved in the selection process of these sub-consultants. However, you must balance the amount of involvement you request against the time required for the consultants to keep you fully abreast of all actions they take.

   Once the construction specifications are finalized and approved, the prime consultant prepares for tenders to be called. The project is then tendered. Both the client and the prime consultant review the tender bid and usually the prime consultant recommends which contractor to hire. The contractor is then signed to an agreement.

   During the construction stages, the prime consultant you have hired is responsible for inspecting each stage onsite. However, it is also important that each particular discipline involved on your job, is responsible for site inspections as work progresses. This will ensure that there is no doubt that what you have paid for is indeed being produced in the field.

   The prime consultant represents your interests and ensures that construction proceeds according to the construction specifications you have approved. For the prime consultant to do his best job, all requests for information, and any other communication or directions for the contractor should be from you to the prime consultant and then to the contractor. If you directly communicate with the contractor without your prime consultant being involved, your prime consultant cannot effectively protect your interests.

   Upon completion, a final project inspection is undertaken with you, the prime consultant and the contractor present. This is your last opportunity to have any mistakes corrected or any additions incorporated. After this final inspection both the prime consultant and contractor are released.

2. **Project Management**
   In this option, you would hire a project manager (or team) who would work for you on all aspects of the project. The project manager, with your approval, hires the design team including architects, engineers, quantity surveyors, etc. Then, and again with your approval, the project manager hires the sub-contractors directly. The general contractor is eliminated in this option.

   The project manager is responsible for the overall project from start to finish. This person, or team, has excellent management skills, and a thorough knowledge of all aspects of construction. Most project managers rely heavily on their expertise in time, financial and human resources control. Often, very sophisticated scheduling techniques are used (eg. C.P.M. or P.E.R.T.) and these are often computerized for the more complex projects.

   It is critical that the project manager have no personal interests in the design or construction industries. To ensure that the best costs are received, conflicts of interests cannot be tolerated.

   When reviewing the qualifications of project managers you should be aware that they may not be professionals (eg. engineer, architect, landscape architect, etc.) even though they may employ professionals. Also, if you want direct input into the project this would always be clearly stated and documented.

PRIME CONSULTANT

ADVANTAGES	DISADVANTAGES
- clients interests protected at all times - competitive selection of architect and contractor is politically advantageous since conflicts of interest are avoided. - in most cases competitive bids for construction make for lowest price - client's needs met in design of the facility	- lack of speed since working drawings are completed before tenders go out - sometimes not enough interest in project to get adequate number of competitive bids which may result in high construction costs

Comments: (a) The more detailed the working drawings, the fewer guesses the contractor must make and therefore the cheaper the tender bids.

(b) In large projects, to speed up the project, working drawings are completed in segments each of which is tendered as drawings are made available.

(c) In some municipalities, the in-house expertise is available to tender their own projects which may or may not save time and/or money.

PROJECT MANAGEMENT

ADVANTAGES	DISADVANTAGES
- since one person is responsible, fewer problems occur and problems are solved faster - since contracting knowledge is available to the designers, the design is usually more efficient and cheaper - projects are almost always completed faster than in 'prime consultant' option	- when the construction industry is slow and construction bids very competitive, the general contractor may give a cheaper price than a project manager - client usually doesn't know total cost of building until it is finished

Comment: Sometimes a project manager will guarantee to meet a deadline and/or give an upper cost estimate. This guarantee always costs more.

3. **Turn Key**
In this option, you can either buy or rent the facility. Your primary contact is a developer who secures the site, arranges financing, retains the architect, commissions the construction and furnishes the facility. The facility is then turned over to you on one of the following bases:
- outright purchase including land;
- lease; or
- lease to purchase.

If you intend to purchase the facility outright, the turn key option parallels the 'project management' option wherein you are fully involved in various approval stages (i.e. design, subcontractors, etc.). The prime difference between the 'project management' and the 'turn key' options is that in the latter the developer uses his own contractors and design team.

TURN KEY

ADVANTAGES	DISADVANTAGES
- client can get space for a lease price without investing capital - since developer, develops only that kind of space, economies of scale are realized	- client has little control of what goes into the facility especially if it is to be leased.

Comments: (a) The real reason for this option is to allow the client to access space without buying it. The clients cannot afford to commit their capital to the facility but can afford a monthly rental.

(b) This option is not as readily applicable to municipal park and recreation facilities because of the uniqueness of the facilities and because municipalities can raise funds to develop the facilities. It may be useful for maintenance/warehousing needs.

4. **Pre-Designed Facilities**
In this option, you buy a facility that has been pre-designed and manufactured in standard modules for quick erection. You will not have any control over the design itself, rather you select your package from what is available. The most frequently used applications of pre-designed facilities are:
- arenas/curling rinks;
- gymnasia/halls; and
- standard tank-type pools.

The main selling advantage of these facilities is that they are said to be cheaper than facilities constructed using any of the other three options noted above. However, this economy aspect has been questioned (see advantages/disadvantages noted opposite). The typical economic saving is said to be in the repetition of the design, since the building or component parts are pre-designed. However, the pre-design often only includes the shell, not the interior of the facility. The effective life-spans and maintenance costs may also differ significantly. Under the Uniform Buildings Standards Act, both an architect and engineer must still apply their seal to pre-engineered facilities if they fall within the scope of Sections 4.2, 4.3 or 4.4.

PRE-DESIGNED FACILITIES

ADVANTAGES	DISADVANTAGES
- depending on the situation and type of facility the following advantages are possible to varying degrees: 1. there are no design fees 2. the facility is cheaper, due to mass manufacturing, than a uniquely designed one 3. delivery time is usually minimal and erection takes only several weeks (erection costs are not included)	- no one is working with the client to protect his interests - the design is standard and will not meet the specific needs of the client - details of design or materials are not included - all you get are the basics, the inside walls, flooring, ceiling, lighting, plumbing and mechanical support are not included.

APPENDIX IV
THE TENDERING PROCESS

Tendering of a project occurs after the project has been designed and working drawings, and project specifications have been prepared and approved by the client. The total set of working drawings and specifications do not have to be prepared or approved if a 'project management' facility development option is being used, or if the project is large enough and can be broken down into discreet tendering units.

The tendering process is a complicated legal and contractual issue that essentially requests contractors to estimate how much it will cost to build your facility, based on the project's specifications. Typically the lowest bid is successful. It is for this reason that the project's specifications must be extremely well detailed or else the bidding contractors will not be able to estimate how much it will cost. In these instances, you will also have to pay the contractor extra money for the risk they are taking in setting a 'lump-sum'. The more detailed the specifications, the more the contractor knows what you want, the less risk for him and therefore the less risk they will want to be paid for.

It is also usual to have a contingency fund of between 10%-15% to cover the unexpected (for example, the price of a specialized piece of equipment may have inflated faster and higher than expected). This fund may or may not be spent, depending on the number and significance of the unexpected items. The tender document is the form used to describe the project to the contractor and for the contractor to prepare his bid.

The tender document is complex and usually includes the following sections.

1. **Invitation to Bid**

   - description
     (a) designed to briefly describe the project to prospective bidders and invite their bids; and
     (b) designed to help prospective bidders decide whether to ask for drawings and/or other documents.

   - contents
     (a) project identification;
     (b) description of the work;
     (c) types of bids required;
     (d) bid opening;
     (e) documents;
     (f) bid deposit requirements; and
     (g) bid rejection.

2. **Instructions to Bidders**

   - description
     (a) sets out the requirements with which a bidder must comply before and during the bid submission;
     (b) sets out the conditions affecting the awarding of the contract; and
     (c) usually contains some material already presented in the 'invitation to bid' section of the document.

   - contents
     (a) project identification;
     (b) contract documents;
     (c) examination of site and documents;
     (d) clarification of vague aspects;
     (e) substitutions;
     (f) type of bid or contract;
     (g) preparation of bids;
     (h) bid bonding;
     (i) other bonding;
     (j) listing of sub-contractors;
     (k) identification of bid (if submitted by mail);
     (l) qualifications of bidder;
     (m) opening of bids;
     (n) awarding of contract; and
     (o) execution of contract.

3. **Bid Forms**

   - description
     (a) a prepared letter and form with blank spaces for the bidder to fill out; and
     (b) it facilitates a uniform arrangement of information to the owner making comparison of the bids feasible.

   - contents
     (a) address of bidder;
     (b) project identification;
     (c) acknowledgements;
     (d) bid life;
     (e) proposed contract amount;
     (f) attachments; and
     (g) signature of bidder.

4. **The Agreement**

   - description
     (a) the contracting parties affix their signatures to this document; and
     (b) it legally binds the signing parties.

- contents
  (a) identification of the parties to the agreement;
  (b) description of the work agreed to be performed;
  (c) description of the consideration
  (d) statement of time allowed for performance; and
  (e) signature and seals of the agreeing parties.

5. **The Bond Forms**

- description
  (a) a security company provides the owners of a project a guarantee that the commitment made by the contractor will be upheld or there will be some agreed forfeiture.

- types
  (a) bid bond – guarantee that the contractor will sign the contract if it is awarded to him;
  (b) performance bond – a guarantee that the contractor will complete the work. If necessary it also guarantees that, if the contractor cannot complete the work, it will be done by others for the agreed amount. Sometimes a **Maintenance Bond** is included in the performance bond and extends the guarantee to include one year maintenance; and
  (c) materials and labour bond – guarantee that the materials and labour are as stated in the bid or of equal or better quality.

6. **General Conditions**

- description
  (a) sets out the legal as opposed to the technical part of the specifications.

- contents
  (a) general;
  (b) allowances;
  (c) changes;
  (d) payment;
  (e) governing regulations;
  (f) insurance, protection and damages;
  (g) performance protection; and
  (h) execution of work.

7. **Technical Specifications**

- description
  (a) this is the complementary part of the drawings that sets out the parts of the project better described by words.

- contents
  (a) general requirements;
  (b) site work;
  (c) concrete;
  (d) masonry;
  (e) metals: structural and miscellaneous;
  (f) carpentry;
  (g) moisture protection;
  (h) doors, windows and glass;
  (i) finishes;
  (j) specialties;
  (k) equipment;
  (l) furnishings;
  (m)special construction;
  (n) conveying systems;
  (o) mechanical; and
  (p) electrical.

8. **Addenda**

These are additions, deletions, modifications and/or clarifications that the client can insert into the tendering process up to a specific time before bids are closed. These changes do not affect the value of the contract after it has been signed.

In requesting bids, the section 'invitation to bid' includes a statement on the 'type of bid required'. There are six (6) basic types of contracts used that are related directly to the type of facility development option (prime consultant, project management, turn key or pre-engineered) you are using. The following Table lists the types of contracts used and a description of each.

CONTRACT DOCUMENT TYPES

TYPE OF CONTRACT DOCUMENT	DESCRIPTION
Classic Construction Contract	• single construction contract awarded to one general contractor who sub-contracts various portions to specialized trades. • typically the contract is awarded to the lowest bid on a lump-sum basis.
Negotiated Contract	• two or three acceptable (and usually specialized) contractors are selected and a contract is negotiated with each. • negotiations are based on a working drawing and specifications, and the contractor sets a 'maximum guaranteed price' but with enough loopholes to prevent being financially damaged. • advantage is that specialized knowledge can effect good savings in construction costs. • disadvantage is that the sense of camaraderie that usually pervades such a team may cause details to be overlooked with problems resulting in the price of the project for the contractors. • some of the classic construction contract contents might change but drawings, specifications, agreements, general conditions and supplementary conditions, and bonding do not.
Segregated Contract	• contracts for various portions of the work are let separately on a bid basis. • usually employed only when client uses the project management facility development option.
Cost Plus Contract	• contractor agrees to build for whatever it costs plus a certain amount for overhead and profit. • difficult to define exactly which of the contractors costs should be fully reimbursed.
Project Management Contracts	• during the conceptual planning stage, a project manager agrees to construct the facility for an established cost.
Owner-Builder Contract	• owner becomes his own general contractor.